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PETER ZIMMERMAN
*Associate Dean and
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Programs*



79 JOHN F. KENNEDY STREET
(617) 495-1319

June 16, 1988

Dear IAG-CODAT member,

I am writing as a staff member of the National Commission of Public Service chaired by Paul Volcker. The Commission, as you may know, is investigating what many believe to be a quiet crisis in the public service, in which the government is not able to attract and retain people of the highest quality. The Commission will publish a report in January 1989, offering recommendations to strengthen the public service.

I serve as the project director for the task force on education and training. A portion of our research is being devoted to understanding the nature and extent of current training and employee development practices in a variety of federal agencies, particularly emphasizing managerial and executive training. I have already held a number of conversations with senior federal executives, most recently with a small group of Committee on Training and Development members. Mary Broad, who put together the meeting, gave me the complete CODAT membership list and suggested that I might write to you for further assistance. STAT
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I am interested in two basic kinds of questions. First, factual ones:
-How much money, and what percentage of the total payroll budget, does your agency spend on training every year?
-How many training instances and of what length do your employees attend every year?
-How many employees, and what percentage of the total number of employees, participate in a training instance in a given year?
-Does your agency operate an SES candidate program? What are the requirements for entry into the program? What are the different elements that contribute to the program? (e.g. how many rotational assignments of what length, what kinds of training experiences are required, etc.)

Second, I am interested in what might be termed your agency's "philosophy" of training. I would be grateful for any written statement of policies or guidelines for training put out by your agency. How do training and employee development fit into your agency's long-term goals and plans for the future? Do you engage in formal or informal succession planning? If yes, could you provide a description of the succession planning process and the role of training and other instruments? How do you act upon and communicate your philosophy to the employees?

I would be happy to hear from you either by letter or by phone (617-495-1319). Thank you very much for your time.

Sincerely,

Peter Zimmerman